Change Readiness Assessment

October 2007

Organization Design &
Change Management Team

Agenda

- Purpose
- Method
- Results
- Findings

Purpose

- **Change Readiness Assessments are conducted to gauge an organization's capability of, and receptivity toward, a planned change**
    - They may form a baseline and be re-administered to measure change over time
    - The results are used to inform the Change Management Strategy and Plan
    - They help reduce project risk

Purpose

VEAP
Virginia Enterprise Applications Program

- Organizational "risk" is the inverse of "readiness"- the more *ready* the organization is to change, the lower the *risk* of failure

Risk

Readiness

Q1--------------------- Q2 --------------------- Q3 ---------------------Q4------------------- Q5 ------------------Q6
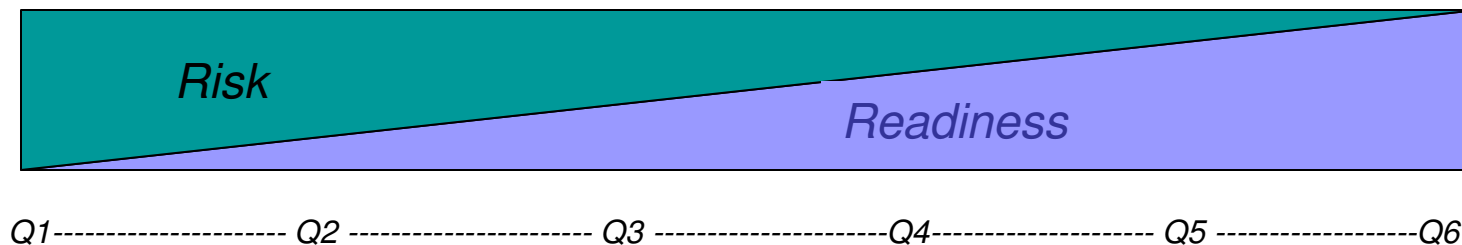
Method

- To help increase the validity of information that is collected, corroborating the data from multiple sources is advised

- This VEAP assessment includes information from

  – Surveys from 241 agency field respondents representing ~112 agencies

  – 32 interviews of 36 participants
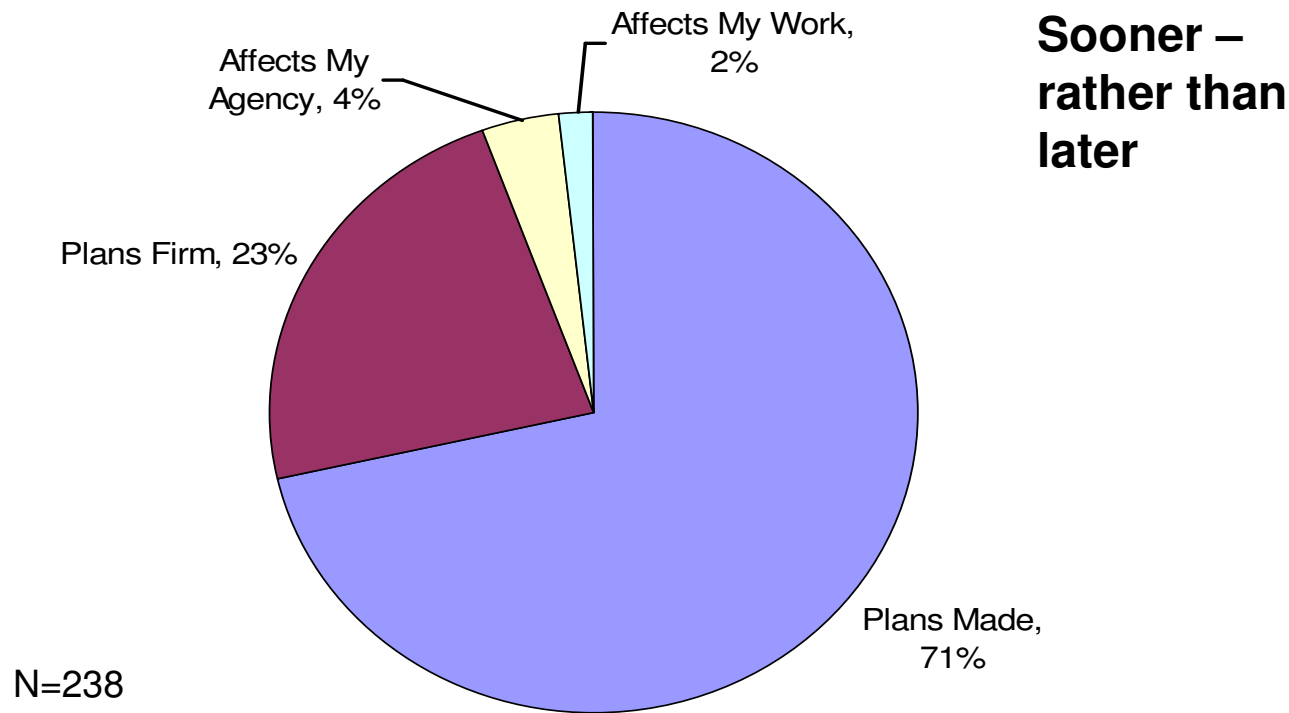
  – 6 focus group discussions
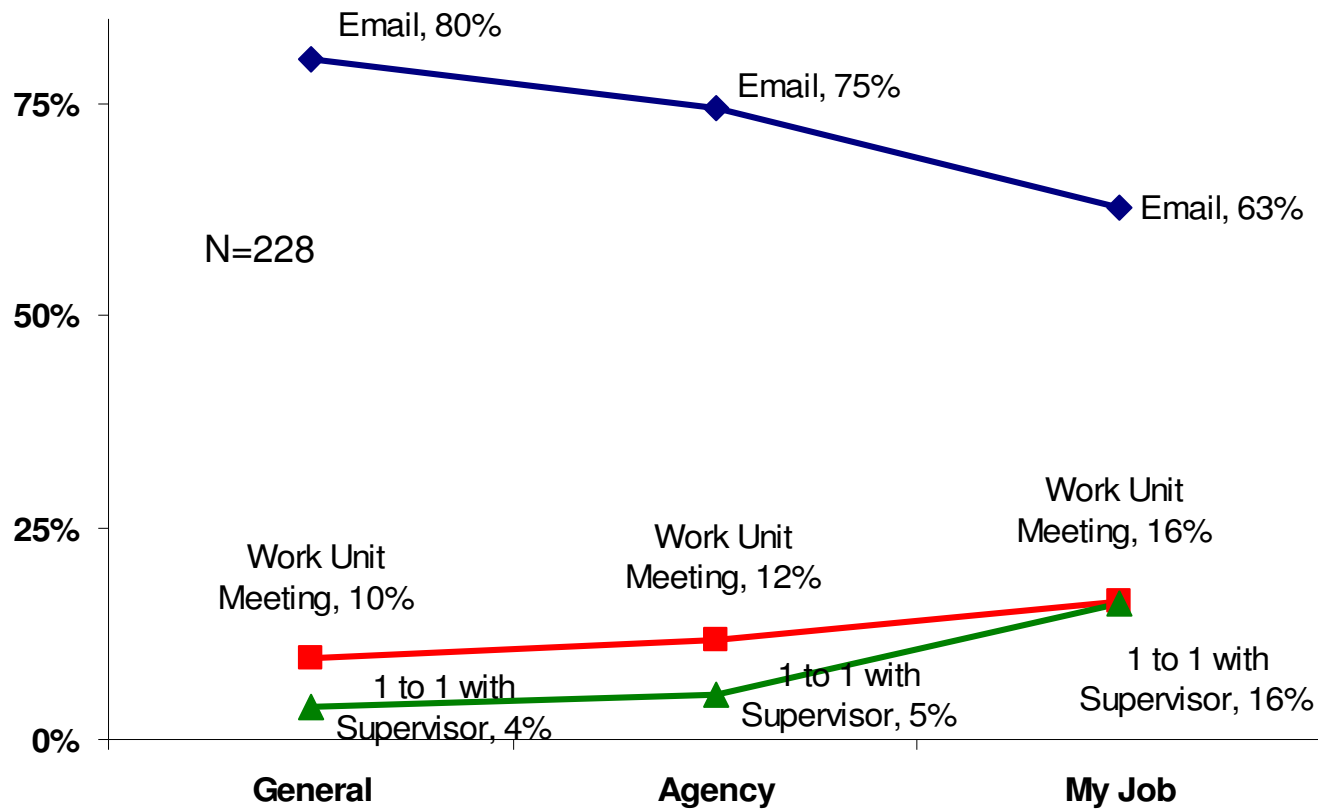
Results

- Change Readiness Survey

Results

- Change Readiness Survey sent to agencies to

  – Assess their awareness of VEAP

  – Understand their change history

  – Ask their communication preferences

- Survey sent to agency CFOs and CBOs

When do People Want to Know Our Plans?

VEAP
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Affects My Work, 2%

Affects My Agency, 4%

Plans Firm, 23%

Plans Made, 71%

Sooner – rather than later

N=238

How Should We Communicate Changes?

Email, 80%

Email, 75%

Email, 63%

75%

N=228

50%

25%

Work Unit Meeting, 16%

Work Unit Meeting, 10%

Work Unit Meeting, 12%

1 to 1 with Supervisor, 4%

1 to 1 with Supervisor, 5%

1 to 1 with Supervisor, 16%

0%

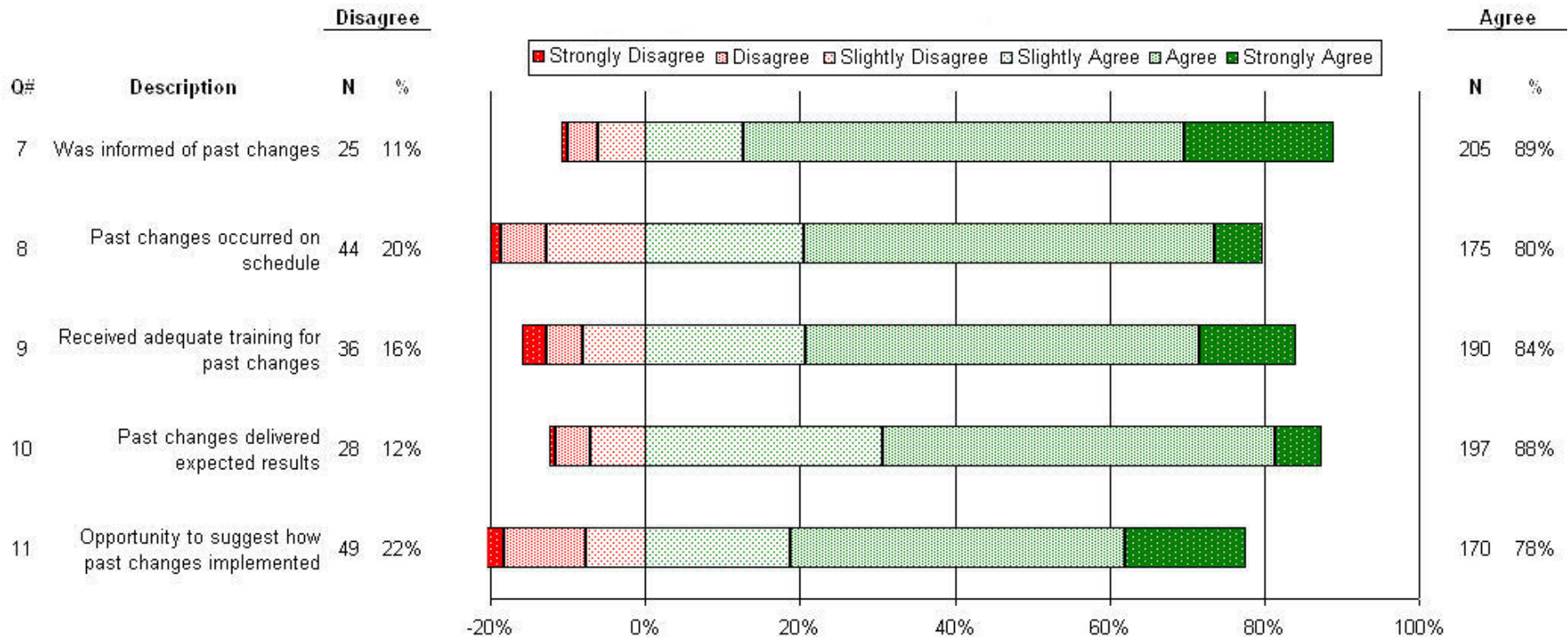**General**   **Agency**   **My Job**

The closer it gets – the more personal touch is needed.

General Agreement on the Future
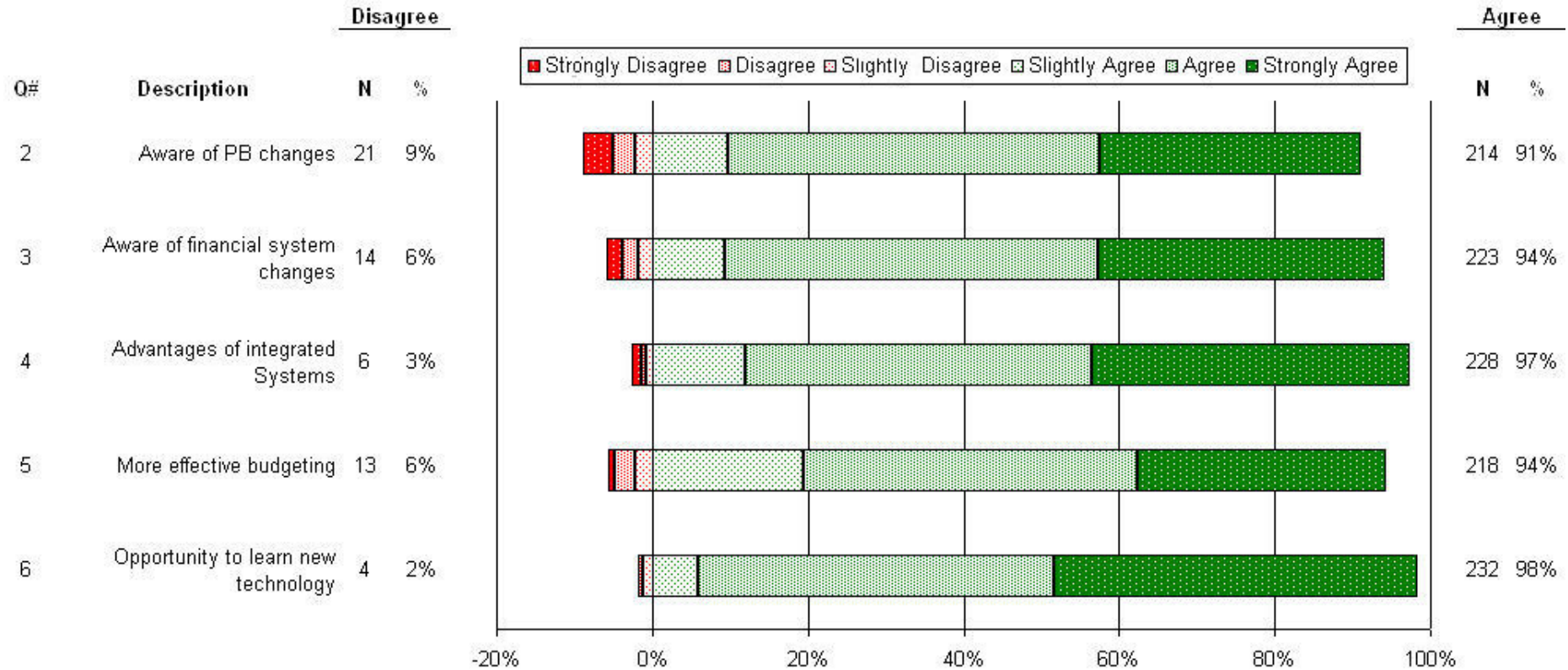
Some Issues
With the Past

Desires Regarding Communication

- "Multiple sources are needed to keep folks aware of the developments. As the critical dates approach it is very important that folks already be aware and then engage them in the process."

- "Although I realize information exchange by email is the way of the world, I don't like it. I prefer to exchange information in person so there can be a dialogue that actually allows for a 'meaningful exchange' of information."

- "Unless you are supporting this project with a full-time user design team, the sooner and more detail the information provided to the user community the better including a project implementation plan with major milestones identified generally and where specific input or involvement by the users is required…"
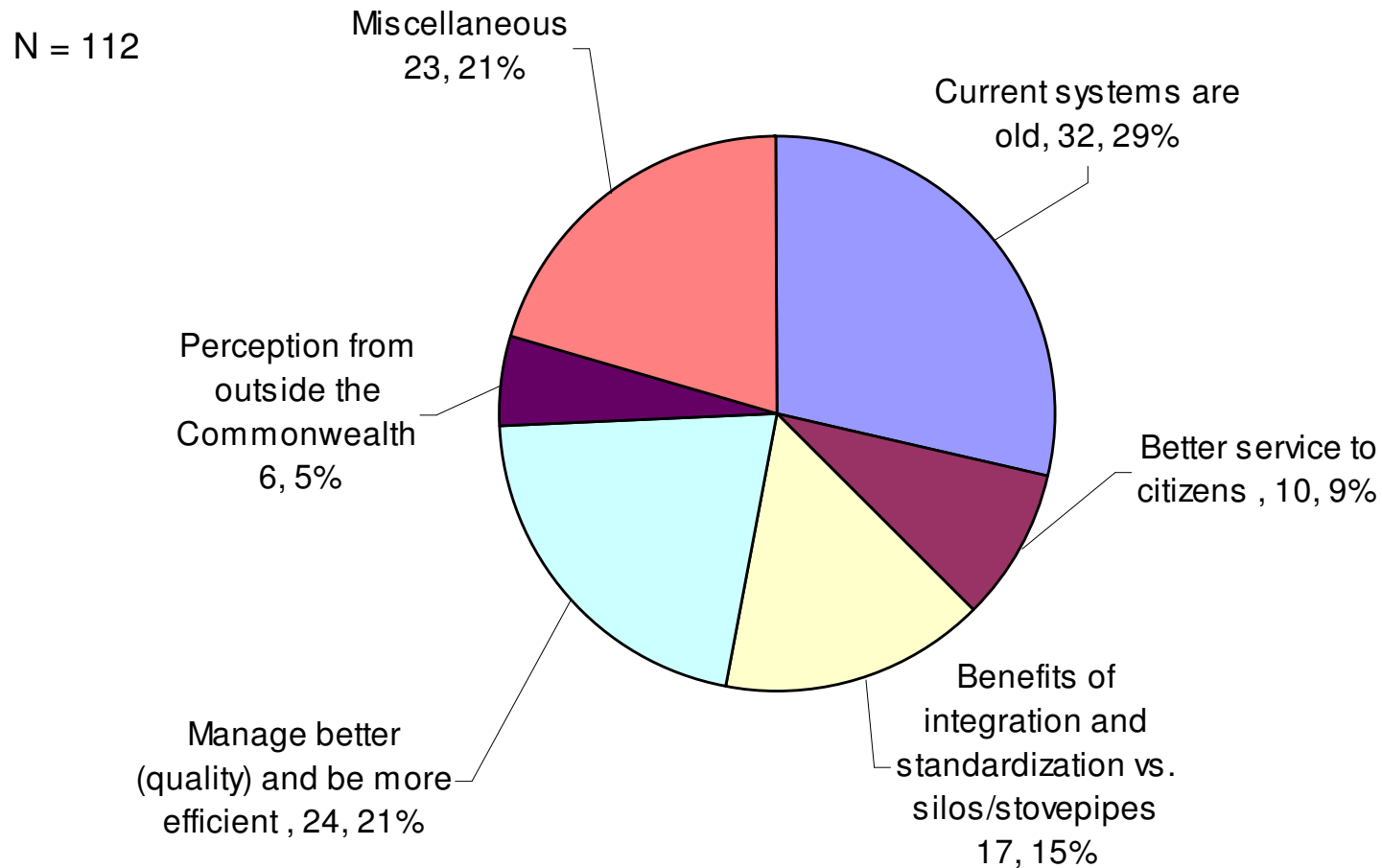
Willingness To Work Together

- "I appreciate being given the opportunity for input and comment whenever new projects are being developed. Often the opinion of those closest to the actual is helpful; details can help avoid problems with a new system and costly repairs later (or the problem never being fixed)."

- "We appreciate any opportunity to be more pro-active in planning for major processes making for efficient planning and to meet targeted goals in implementation."
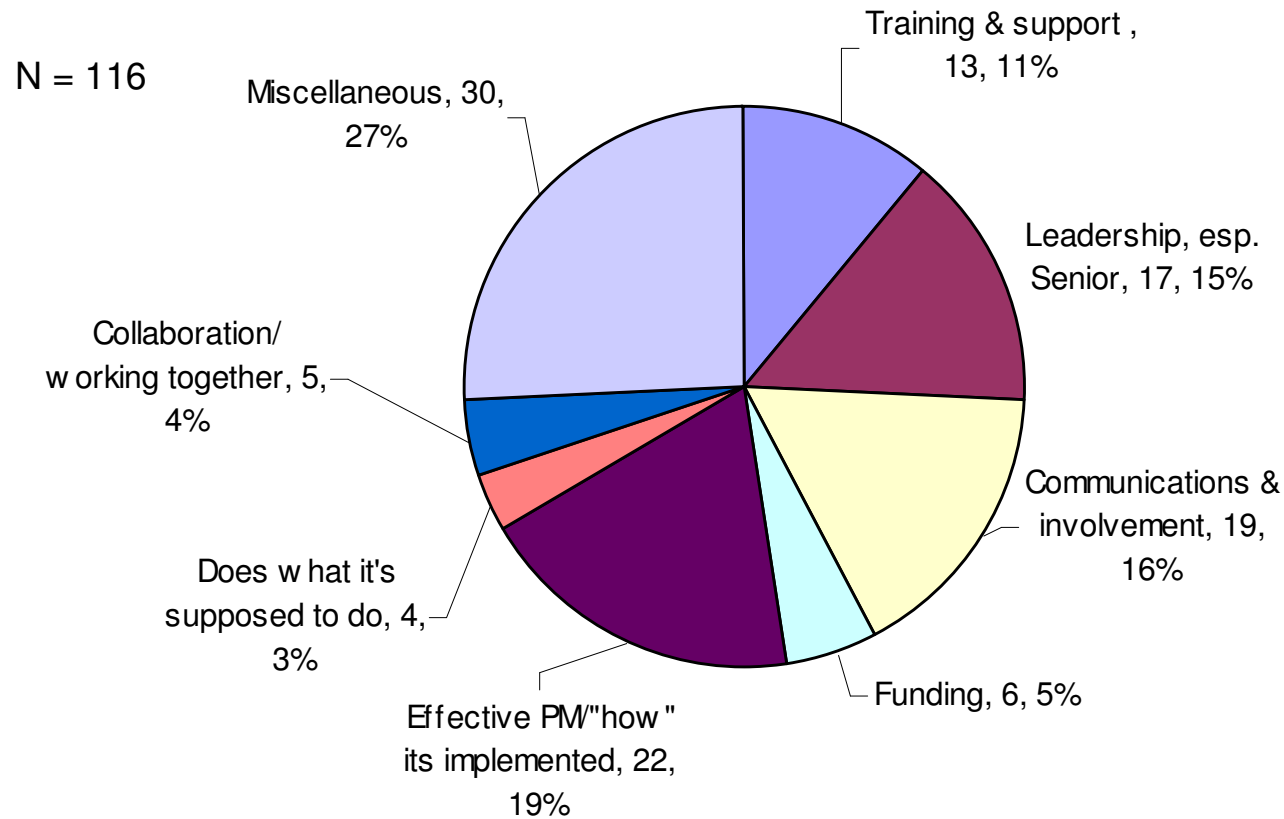
Results

- Leadership Interviews
  - 10 Steering Committee
  - 20 Core team members
  - 6 Referrals

Top Reasons for VEAP (Q1)

N = 112

Current systems are old, 32, 29%

Better service to citizens , 10, 9%

Benefits of integration and standardization vs. silos/stovepipes 17, 15%

Manage better (quality) and be more efficient , 24, 21%

Perception from outside the Commonwealth 6, 5%

Miscellaneous 23, 21%

What will make VEAP successful? (Q2)

N = 116

Pie chart showing:
- Training & support, 13, 11%
- Leadership, esp. Senior, 17, 15%
- Communications & involvement, 19, 16%
- Funding, 6, 5%
- Effective PM/"how" its implemented, 22, 19%
- Does what it's supposed to do, 4, 3%
- Collaboration/working together, 5, 4%
- Miscellaneous, 30, 27%

Challenges for VEAP? (Q3)

N = 122

Aggressive schedule, 6, 5%

Funding & resources, 27, 22%

Large & complex, 8, 7%

People, 20, 16%

Poor change history, 5, 4%

Poor experience w/VITA, 7, 6%

Miscellaneous, 49, 40%
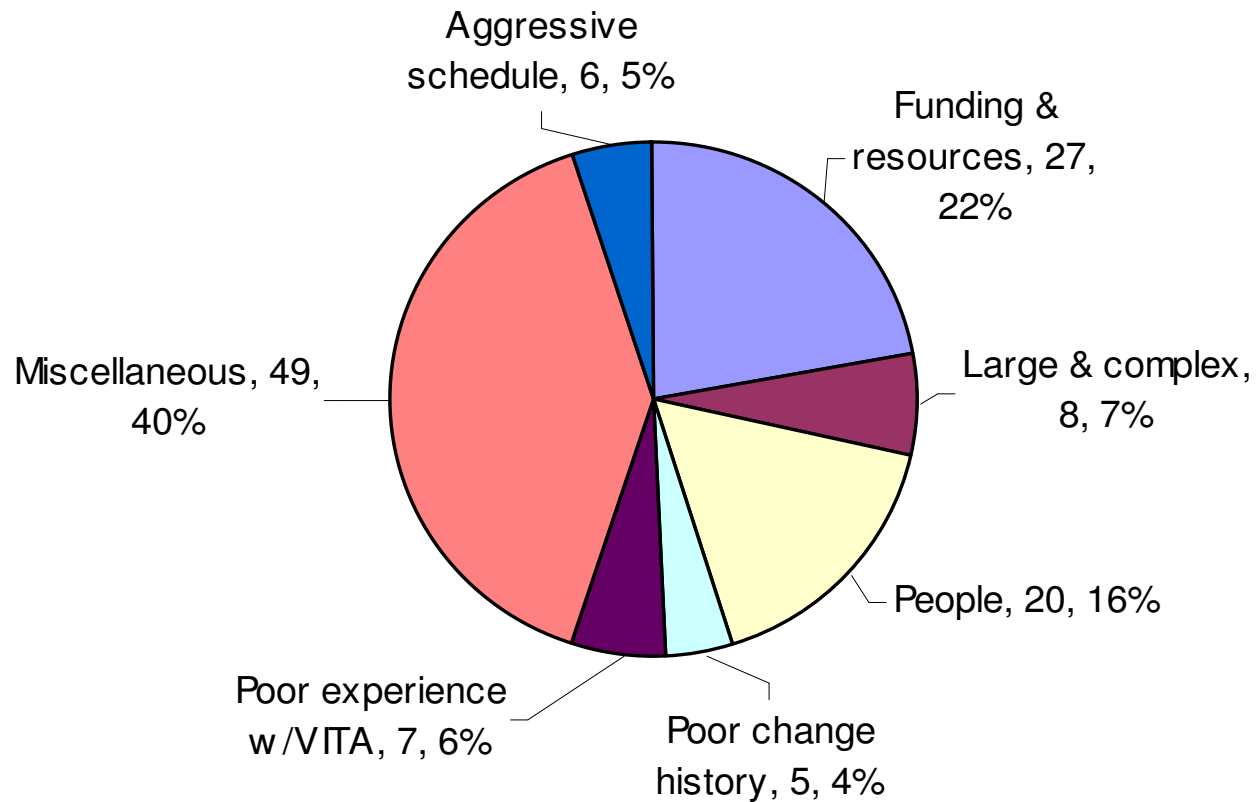
Actions to Overcome Challenges? (Q4)

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N = 120

Fund entire project, not piecemeal, 4, 3%

GA Support, 5, 4%

Miscellaneous, 49, 42%

Communication , 35, 29%

Sr Leadership support, 10, 8%

Training & Support, 5, 4%

Job Security - WIIFM, 12, 10%
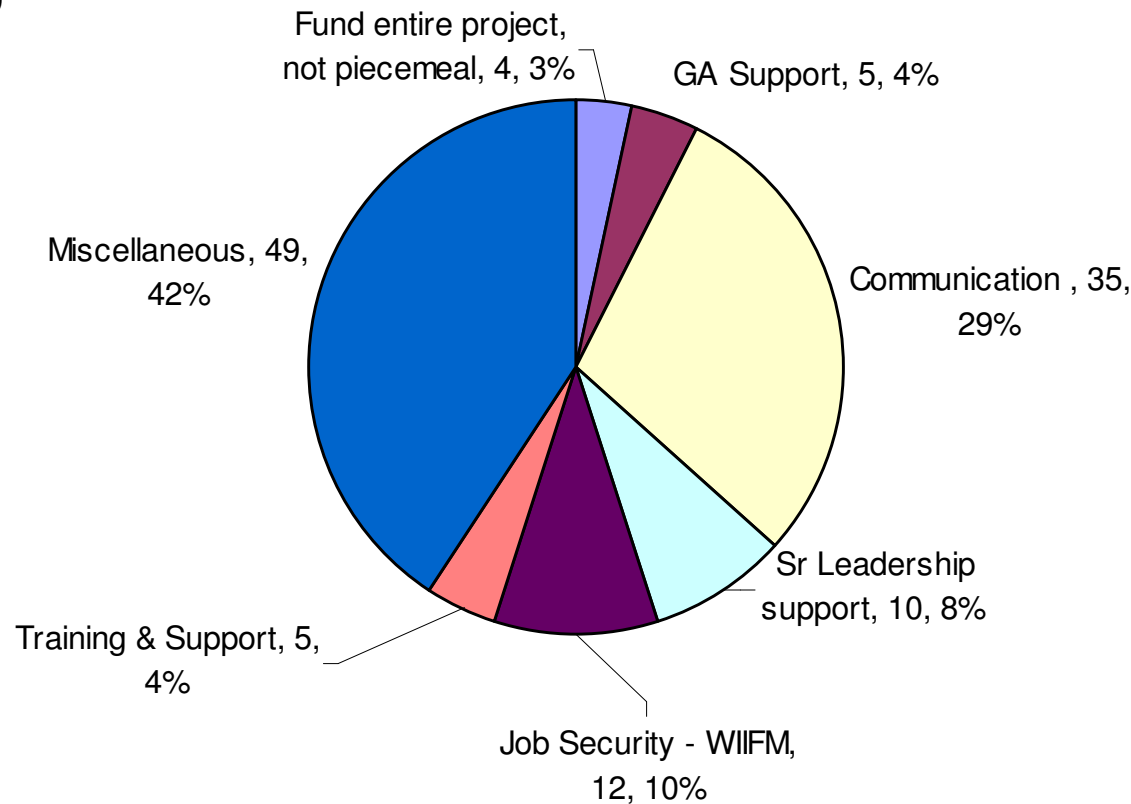
What are you willing to do? (Q5)

N = 76

Communicate/push communications
12, 16%

Participates or provides staff
10, 13%

Miscellaneous
39, 51%

Willing to advocate
13, 17%

Wants to be a pilot
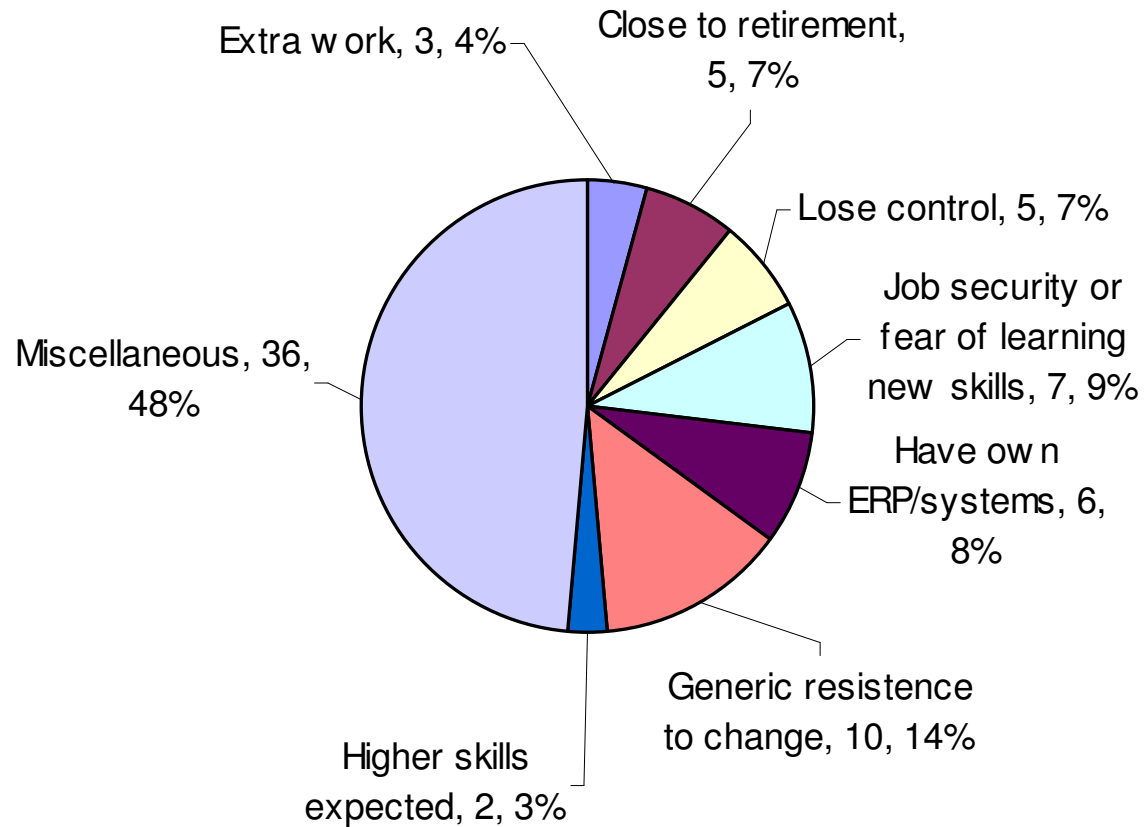2, 3%
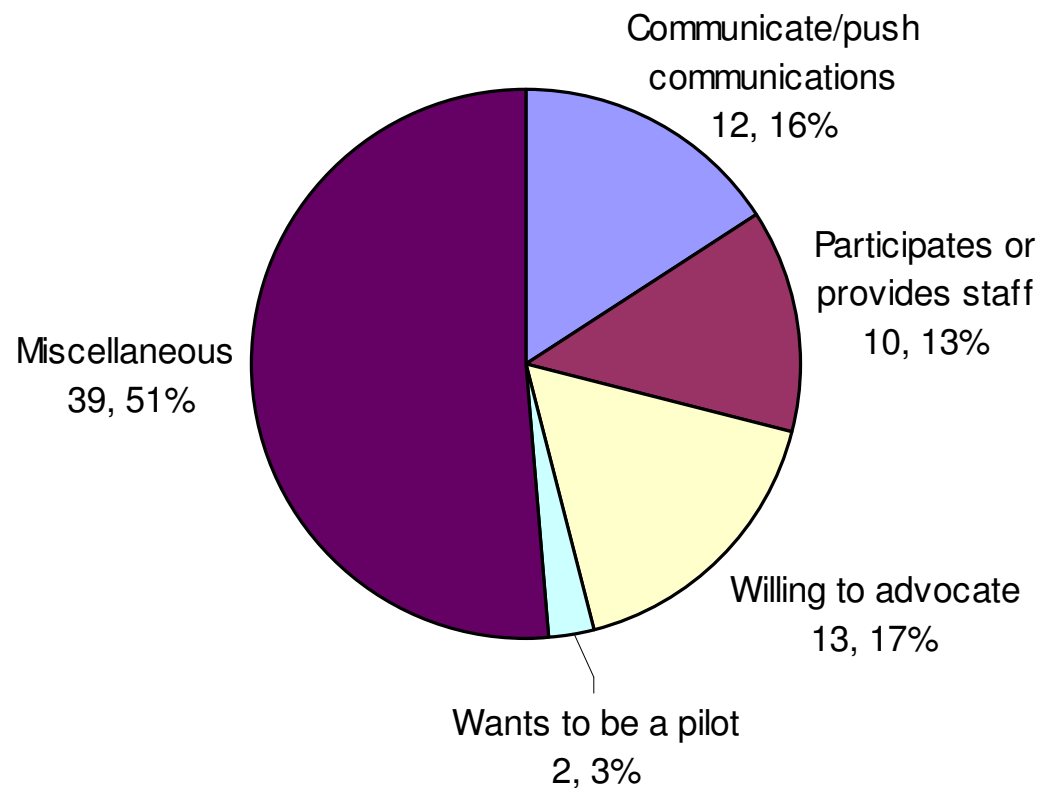
Who will be supportive? (Q6)

- "No one doesn't realize that this is a good thing."
- David Von Moll, Jody Wagner, Governor
- Agency heads
- Accounting, finance, budgeting staffs
- "Most of us and agencies will support if we can get over the fear of change"
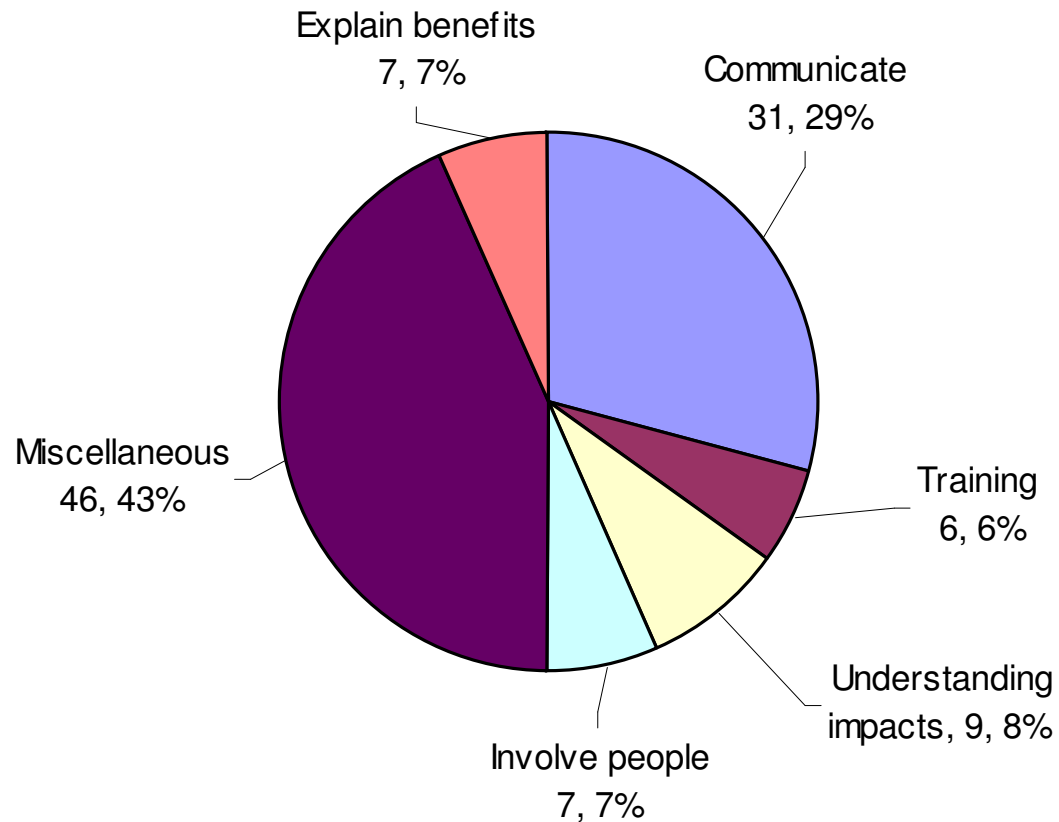- "Supportive of concept, not confident about the execution"
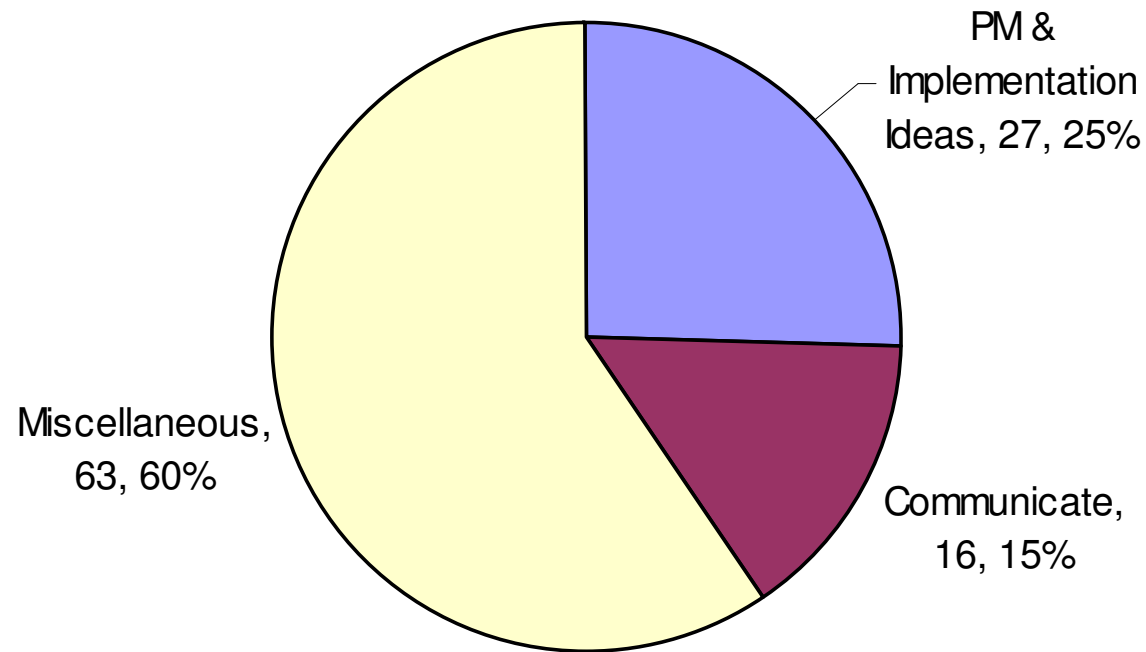
Who will resist? (Q7)

N = 74

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Extra work, 3, 4%

Close to retirement, 5, 7%

Lose control, 5, 7%

Job security or fear of learning new skills, 7, 9%

Have own ERP/systems, 6, 8%

Miscellaneous, 36, 48%

Generic resistence to change, 10, 14%

Higher skills expected, 2, 3%

What will encourage support? (Q8)

N = 106

Explain benefits 7, 7%

Communicate 31, 29%

Training 6, 6%

Understanding impacts, 9, 8%

Involve people 7, 7%

Miscellaneous 46, 43%

Other suggestions? (Q9)

N = 106

PM & Implementation Ideas, 27, 25%

Communicate, 16, 15%

Miscellaneous, 63, 60%

SME Focus Groups

- Held with 6 of 7 Functional Teams
  - Couldn't match schedules with Purchasing

Communication Preferences

- Corroborated the survey results – the more personal the impact, the more personal the communication method desired

- 12/56 comments – specified FAQs & a calendar with timelines on the website

- Value the opportunity to ask questions during face-to-face communications

How change has been handled in the past

- Varied from agency to agency
- Mentioned retirements & resignations; job security fears
- Liked the participation in the VEAP SME groups – lots of agencies involved
- "First-line supervisor acceptance more an issue than rank and file acceptance"
- One agency encouraged people to get training early by offering cash incentives for earliest training, lesser cash incentive for two months later and required with no bonus for last minute training.

Who in your agency will be supportive?

- Everyone reported some level of senior leadership support
- "Middle managers and supervisors because they are the most in touch and are in the best position to both motivate staff and convince higher of benefits"
- "CARS users and agencies who don't have funds to get their own systems"
- "Everyone will be glad"

Who will resist?
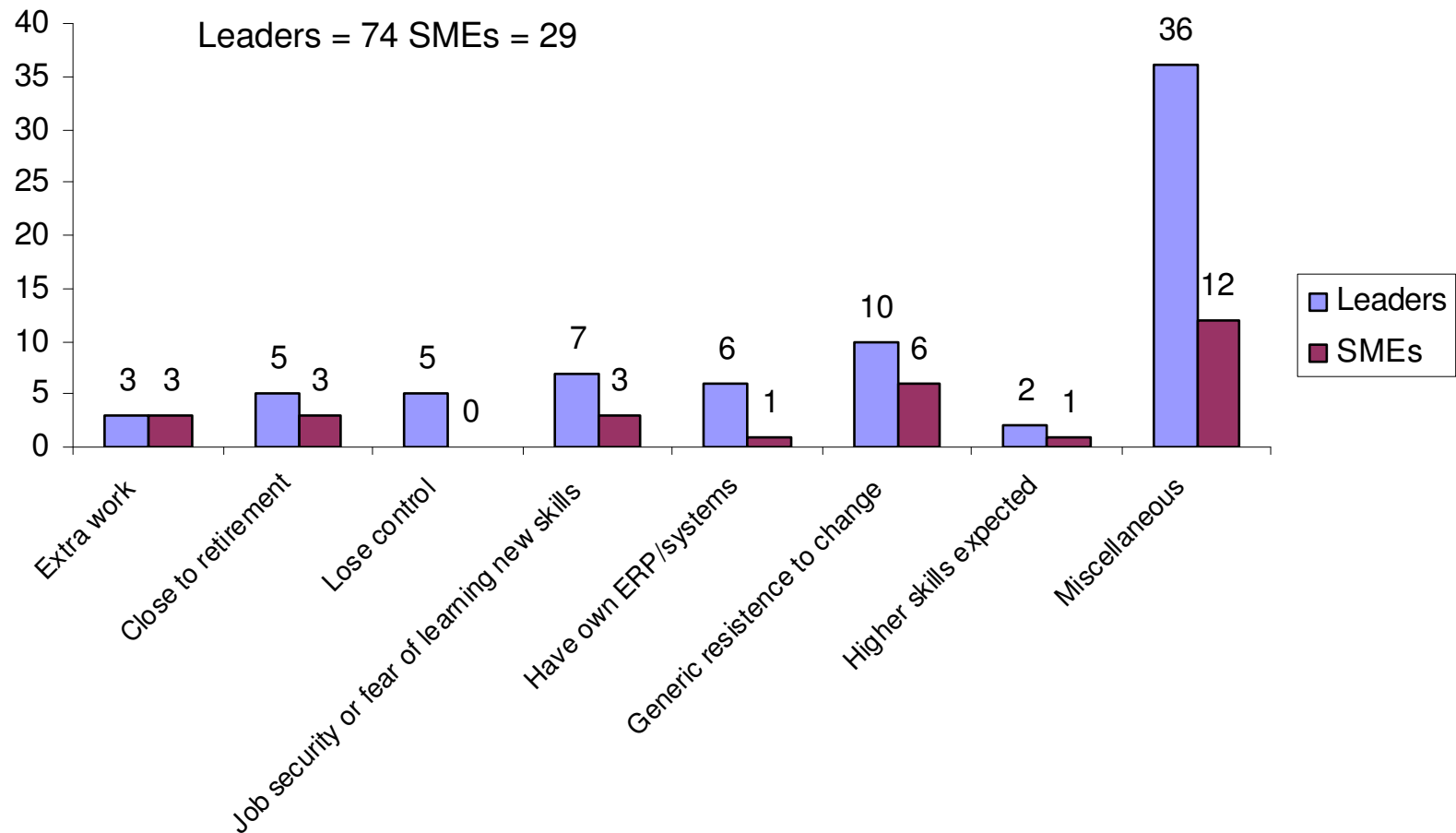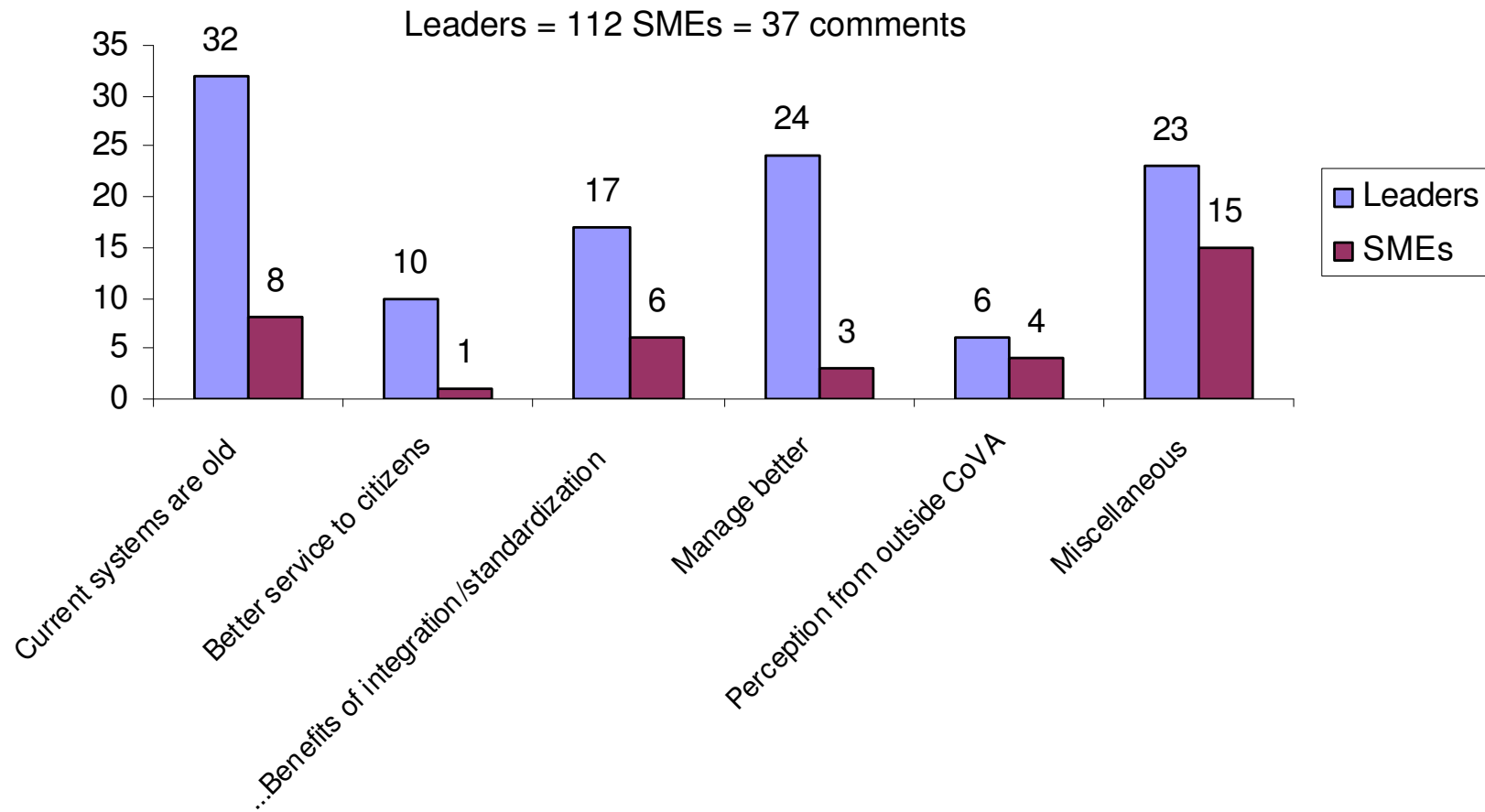
What will encourage support?
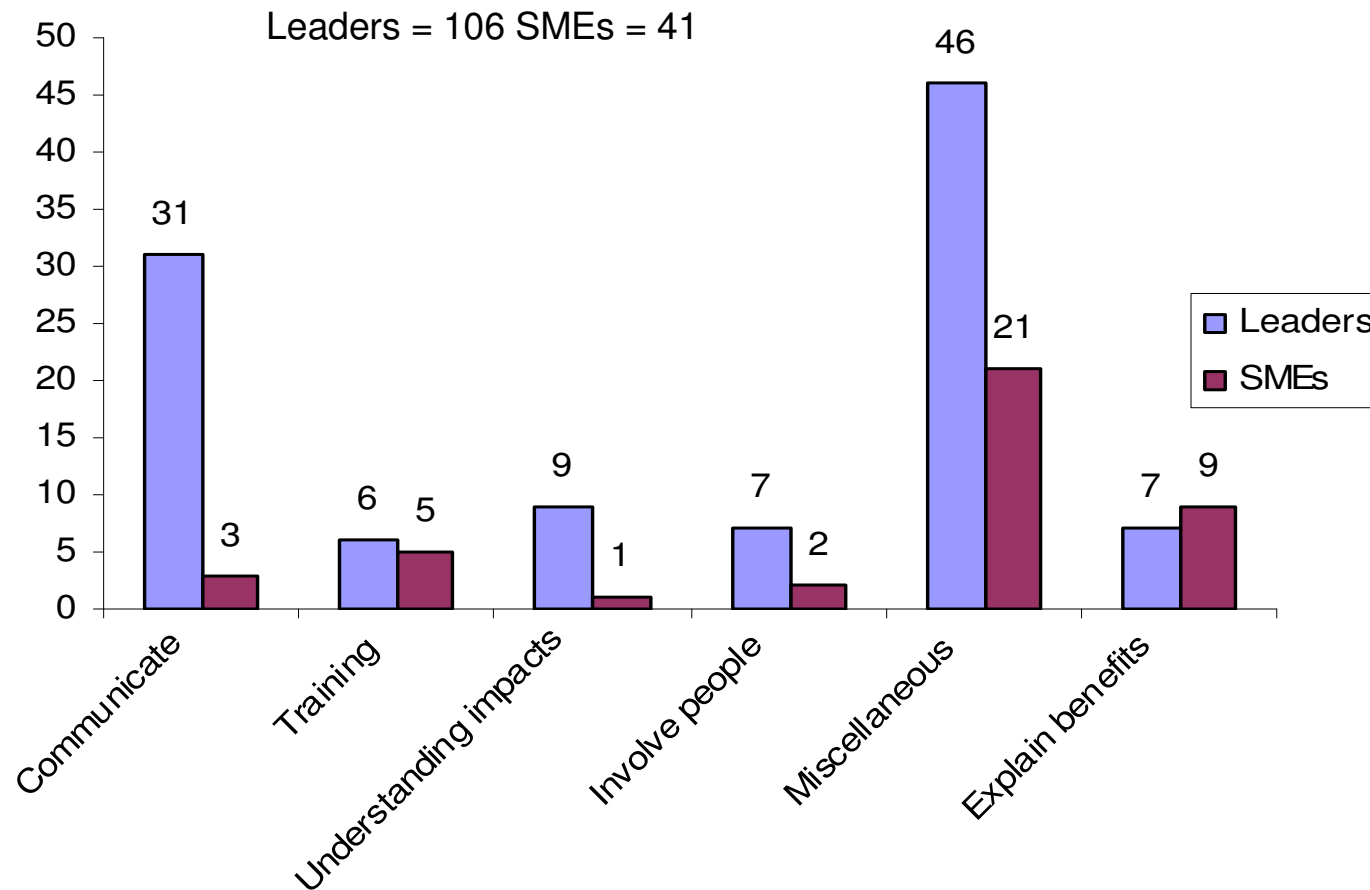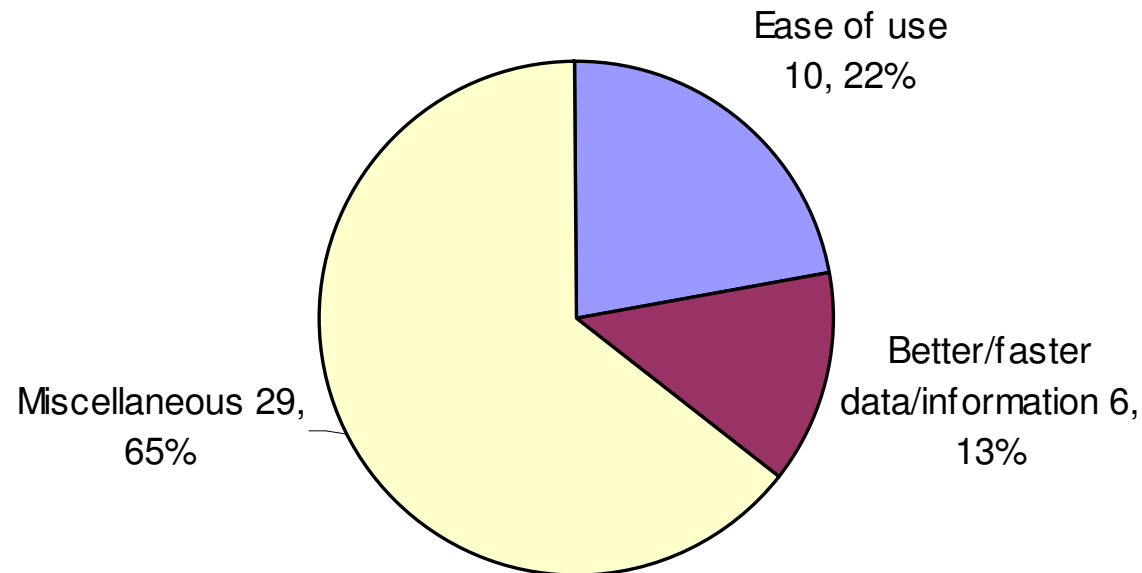
Agency leadership support – how far does it go?

- "To the top!"
- "Shallow, no depth of understanding
- It's on management scorecard in our agency"
- "Depends on agency – some support, some feel forced"
- "VDOT going in with a positive face"

Top Reasons for VEAP

Leaders = 112 SMEs = 37 comments

Chart data:

Reason	Leaders	SMEs
Current systems are old	32	8
Better service to citizens	10	1
...Benefits of integration/standardization	17	6
Manage better	24	3
Perception from outside CoVA	6	4
Miscellaneous	23	15

What determines whether or not VEAP is successful?

N = 45

Ease of use
10, 22%

Better/faster
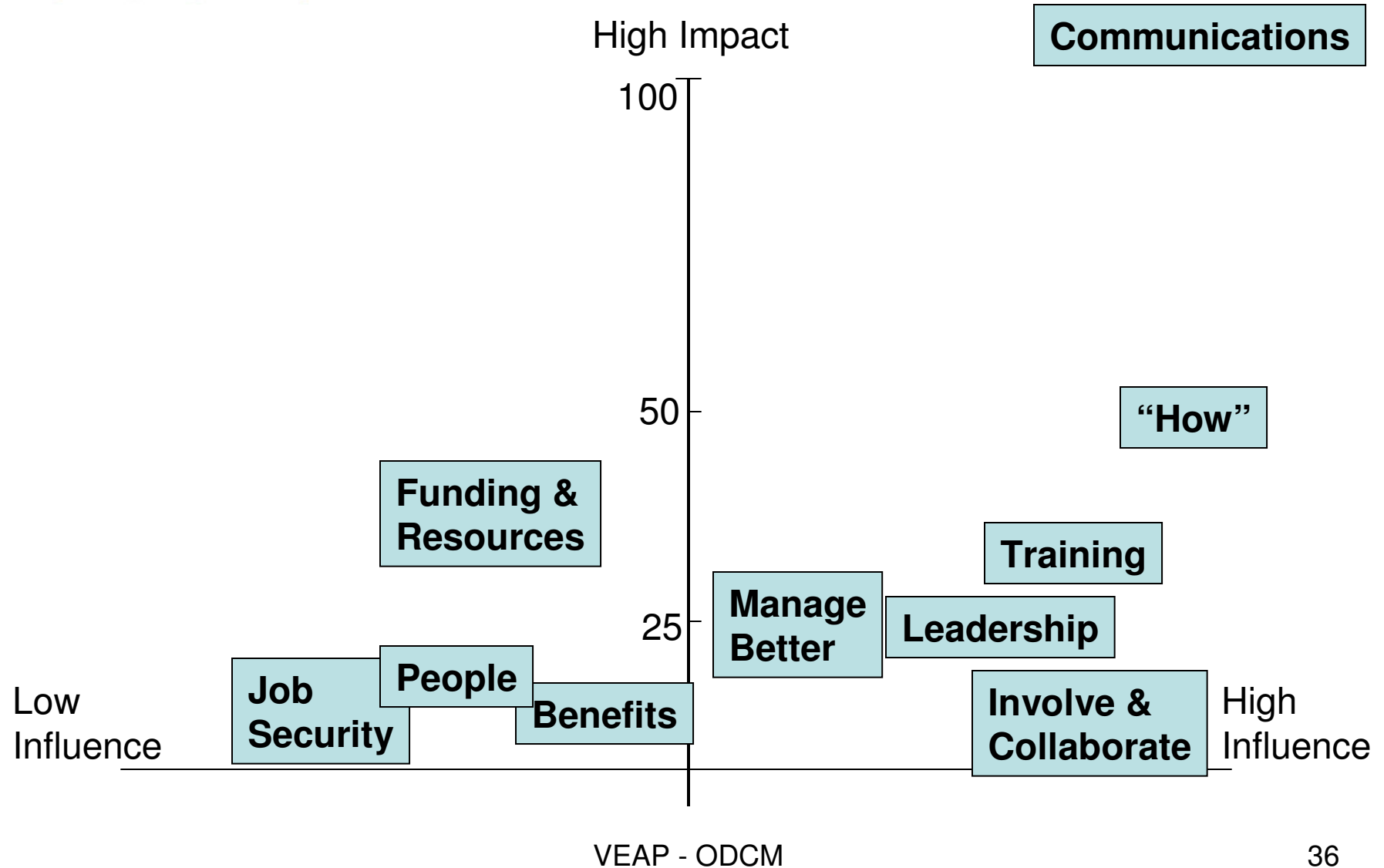data/information 6,
13%

Miscellaneous 29,
65%

Findings

Findings

- Overall, feedback is quite positive
- Top "drivers" of success are largely within Program control

Findings – Top Drivers

Communication	**117**
PM/Implementation Ideas/"How"	**49**
Funding & resources	**38**
Training & support	**33**
Manage better (quality) and be more efficient	**27**
Leadership, esp. Senior	**27**
Benefits of integration and standardization	
vs. silos/stovepipes	**23**
People	**20**
Job Security - WIIFM- fear	**19**
Explain benefits	**16**
Involve people/collaborate	**14**

Findings – Top Drivers

High Impact

Communications

100

50

"How"

Funding & Resources

Training

Manage Better

Leadership

25

Job Security

People

Benefits

Involve & Collaborate

Low Influence

High Influence

Recommendations

- Use the data to shape change management and PMO activities
  - Focus on communications; establish regular update cycles to website, Communique, other vehicles; explain benefits both individual and organizational
  - Continue involvement of agencies in system design
  - Engage agencies in developing implementation strategies
  - Provide post-implementation training for management on "how" to use the system information to manage better
- Actively pursue funding and leadership engagement
- Work with DHRM to develop and communicate strategies to support employee development and transition

Questions or Comments

- Pam Watson
  - pam.watson@dhrm.virginia.gov
  - 804-786-4385

- Sharon Smith
  - ssmith@silosmashers.com
  - 703-472-0650

- Paul Flanagan
  - pflanagan@christophertechnology.com
  - 757-373-1454